



KELLY AFB  
TEXAS

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ADMINISTRATIVE RECORD  
COVER SHEET

AR File Number 3342

**KELLY AIR FORCE BASE  
RESTORATION ADVISORY BOARD  
COMMUNICATION/INVOLVEMENT ACTION PLAN  
WORKGROUP WORK SESSION**

**Thursday, November 18, 1999  
5:30 p.m. - 8:30 p.m.  
KAFB Chapel, Activity Room 3**

**A G E N D A**

■ **OPENING**

- ◆ Welcome
- ◆ Review Workgroup's tasks/assignment (see attached)
- ◆ Review Outcomes from the October 7th Workshop (see Session Notes)
- ◆ Review Outcomes from the October 26th Work Session (see Session Notes)
- ◆ Review and agree on the agenda/process and groundrules for tonight's session

■ **INVOLVING AREA RESIDENTS**

TECHNIQUES/METHODS:

- ◆ Review the list generated at the October 7th Workshop
- ◆ Consensus on priorities

■ **IMPROVING RAB MEETINGS**

- ◆ Specifically consider: -the RAB's purpose and responsibilities  
-what the RAB want to accomplish during 2000  
-dealing with the public/community at RAB meetings
- ◆ Consensus on SPECIFIC CHANGES to improve RAB meetings

■ **FOLLOW-UP ACTIVITIES: ADDING SOME DETAILS**

1. Identify key community leaders
2. Identify available resources
3. Identify possible survey or poll questions or topics
4. Identify elected officials to educate and activate
5. Develop timelines: What needs to be done, and by when.  
First Quarter 2000  
Second Quarter 2000  
Third Quarter 2000  
Fourth Quarter 2000

■ **ACTION PLAN IMPLEMENTATION**

- ◆ Identify how the RAB will ensure that the Action Plan will get implemented during calendar year 2000.

■ **FINALIZING THE ACTION PLAN FOR 2000**

- ◆ Suggested Process:
  1. Prepare a draft document
  2. Circulate to Workgroup members
  3. Revise and repackage as necessary
  4. Distribute to all RAB members
  5. Discuss/approve at RAB's January meeting

■ **CLOSURE**

- ◆ Has the Working Group substantially completed its assigned tasks?
- ◆ Is there a necessity for any additional workgroup meetings?
- ◆ Closing comments
- ◆ **Adjourn by 8:30 p.m.**

KAFB Restoration Advisory Board  
Communications/Involvement Action Plan  
draft: 10/26/99

## **WORKSHOP FOLLOW-UP TASKS/ACTIONS**

1. **Identify a workgroup to develop and package a draft Action Plan**
  - co-chairs to identify membership and mail letters to all RAB members
  - RAB should bless the work of the workgroup and commit to take their work product seriously
  
2. **Workgroup follow-up activities (identified at the 10/7/99 Workshop):**
  - a. hammer out the details of our message
  - b. rethink RAB meeting agenda
  - c. identify key community leaders
  - d. develop timelines
  - e. identify available resources
  - f. identify possible survey or poll questions or topics
  - g. door-to-door contacts (personal contacts)
  - h. literature (newsletter, flyers, church bulletins, grocery store bulletin boards, neighborhood newspaper inserts, etc.)
  - i. consistent and timely communication (must be accurate, listen and prove that you are listening, say what your mean and be sincere, etc.)
  - j. elected officials (educate and activate)

KAFB Restoration Advisory Board  
Communications/Involvement Action Plan  
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# INVOLVING AREA RESIDENTS

## BEST TECHNIQUES/METHODS

- N. a. Small Groups in locales (e.g., churches, etc.)
- 1< b. Open the <sup>BRAC</sup> ~~Base~~ Clean-up Team to the public
- 5, c. On- and Off-base Tours
- d. Have RAB members bring guests to meetings (personal invitation)
- 4 e. RAB should commission a community survey or poll which asks area residents what would make them become involved
- f. Invite community/area leaders to participate (e.g., neighborhood, civic, athletic, church, etc.)
- 3. g. Rethink the public participation portion of RAB meetings (e.g. rethink the physical set-up of the meeting, create an atmosphere that encourages participation, etc.)
- h. Be attentive and respectful of opinions (e.g., respect agendas, be responsive to inquiries, etc.)

KAFB RAB WORKSHOP  
October 7, 1999

## **PROPOSED WORKSHOP GROUNDRULES**

**BE OPEN AND HONEST IN SHARING YOUR THOUGHTS/VIEWS.**

**LISTEN TO OTHERS, AND RESPECT ALL POINTS OF VIEW.**

**STAY FOCUSED ON THE TASK OR TOPIC AT HAND.**

**BE CONCISE AND TO THE POINT. NO SPEECHES!**

**TRY YOUR BEST TO REACH CONSENSUS ON DISCUSSION  
ITEMS.**

**Kelly Air Force Base  
Restoration Advisory Board  
Communications/Involvement Action Plan Meeting Notes**

November 18, 1999

**Attendees:** Gene Lené, Mark Puffer, Armando Quintanilla, Sam Sanchez, George Rice, Tanya Huerta, Sam Murreh, John B. Herndon, Adam Antwine, Mary Q. Kelly, Philip Farrell

**Facilitator:** Bob Ashcroft

**Next Meeting:** TBD

### INVOLVING AREA RESIDENTS

**Priorities:**

1. Open up the BRAC Cleanup Team (BCT) to the public
2. Go to the small groups in locales (such as churches). Instead of using OUR forum, use theirs.
3. Re-think the public participation portion of the RAB meetings (for example, re-think the physical setup).
4. RAB should commission a community survey
5. Tours on and off base

### IMPROVING RAB MEETINGS

1. Specific "Community Time"
  - There needs to be more of it.
  - Do it First.
2. Agendas are too long. We may have to have more meetings with shorter agendas.
3. Two-hour meetings with focused agendas:
  - Agenda with fixed times - and stick to it
  - A community hour - RAB with the public
  - RAB member name tags
  - Figure out how to accommodate those who want to speak (on the record).
  - Room set-up - so we can all see each other.
  - Clearer roles
  - Control (so the meeting works well)
  - Consider "Citizens to be Heard" at end of meetings
  - Role of co-chairs - Facilitation of meeting with citizens
  - Have clear rules of people speaking - like at City Council.
  - Citizen Comments (but save the answers until later) (Questions are to be answered in a timely manner, but not then.)
  - Have RAB more involved with the Poster Session at the meeting.

- More information regarding timelines and progress
- Look at different locations in the surrounding area. Look at ways to interact with specific areas e.g., poster contests.
- How to address questions from the audience which come up during the meeting?
  - Cards
  - Opportunity at the end
- Advance Agenda to public
- Consider "themes" that address fears and placate theme.
- More space at meeting for handouts and flyers from public groups.

## **FOLLOW-UP ACTIVITIES**

1. Identify key community leaders
  - Get the Air Force Letter, Video and Mailing list.
  - COPS or existing community organizations or networks to tap into
  - Maverick Alliance
  - Mayor Peak's list of community leaders (for the affected area)
  - Boy Scouts
  - Little League
  - Get beyond the usual list of leaders and organizations
  - Get creative - Veterans, youth and fraternal organizations
  
2. Identify available resources (to help the RAB execute the plan and communicate with the community)
  - Free Media
  - Legislators' money for mailings
  - HEB Community Involvement Bulletin Board
  - AFBCA money/BRAC Funds
  - Neighborhood newsletters
  - Libraries and other institutions
  - Ask the Air Force for money in addition to what it is already spending.
  - Walmart and Sam's for specific in-kind needs
  - Money collected in fines
  - Kelly commercial tenants
  
3. Identify possible survey or poll questions or topics (Ask, rather than assume)
 

What might be some topics? (Directed toward finding out what would motivate people to become involved)

  - What is the best way to communicate with you?
  - List or identify information sources - which do you use?
  - What are your concerns or priorities?
  - What is their level or awareness (What do you know about ...?)
  - Where did you find out what you know?

Identify areas for educational efforts.

Neighborhood specific polls asking what people think the Air Force has done.
  
4. Identify elected officials to educate and activate



Henry Bonilla - grew up in the neighborhood  
Frank Madla  
Charlie González  
Ciro Rodríguez  
Leticia Van de Putte  
County Judge Cindi Crier  
Commissioner Robert Tejeda  
Howard Peak  
Raúl Prado  
José Menéndez  
Rick Vásquez  
(The last three already involved in health aspects at Kelly)  
San Antonio River Authority Board  
Edwards Aquifer Authority Board  
(But what's the hook for recruitment?)

5. Develop timelines: what needs to be done, and by when.

First Quarter 2000

- 1) Train the messengers.
- 2) Finalize and deliver the message. Part of this is to the outcome of successful delivery. What does success look like. This has to be measurable for the eventual year-end evaluation.
- 3) New RAB meeting - work on changing it.
- 4) Initial blitz to contact elected officials
- 5) Recruit more community members on the RAB. Better define what a community member is. Have the RAB think this issue through before implementing it.

Second Quarter 2000

- 1) Obtain resources
- 2) Conduct the survey or poll.
- 3) Initiate outreach effort
- 4) Themes: Property values and Health Factor in the ATSDR report.

Third Quarter 2000

- 1) Deliver Literature
- 2) Educational efforts with the community, using the results of the survey or poll.
- 3) Themes: Property values and Health Factor in the ATSDR report.

Forth Quarter 2000

- 1) Evaluate: Are things working, or not?
- 2) Plan for 2001
- 3) Bring more community members onto the RAB.

## **ACTION PLAN IMPLEMENTATION**

### **Barriers to Execution (Reality Check)**

- No Leadership**
- Lack of Information**
- No Money**
- No Time**
- Other Priorities**
- Can't Agree**

**Are there one or two really practical things the RAB could do as a body?**

**The whole RAB has to buy in on the Plan**

- Clear consensus on a plan**

- Clear consensus on how to execute (would a special session or retreat help?)**

**The key partner in the execution of the plan - the Air Force - has to see the value of the plan.**

**The Air force Community Outreach Plan has to be changed to incorporate the RAB plan. There must not be two plans, but one plan that everyone supports, which will bring the resources to the RAB plan.**

**"Work toward one plan and one effort."**

## **FINALIZING THE ACTION PLAN FOR 2000**

- 1. Circulate draft plan to members of the workgroup.**
- 2. Workgroup members indicate items they cannot support or which are items of concern.**
- 3. Resolve those concerns before sending the plan out to the RAB**
- 4. Disseminate to the RAB 10 days before the January meeting**

**FINAL PAGE**

**ADMINISTRATIVE RECORD**

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